

**Minutes of the Board of Regents  
of the Uniformed Services University of the Health Sciences**

**Meeting No. 160  
August 7, 2007**

The Board of Regents of the Uniformed Services University of the Health Sciences met on August 7, 2007, at the Uniformed Services University of the Health Sciences, 4301 Jones Bridge Road, Bethesda, Maryland. The meeting date and agenda were published in the Federal Register and each Regent was duly notified prior to the meeting. The Chair called the meeting to order at 8:00 a.m. The following members and advisors were in attendance:

Board Members

Everett Alvarez, Jr., J.D., Chair  
Linda J. Stierle, M.S.N., R.N., CNAA, Vice Chair  
Otis W. Brawley, M.D., Member  
Colleen Conway-Welch, Ph.D., Member  
William C. De La Peña, M.D., Member  
Vinicio E. Madrigal, M.D., Member  
Lawrence C. Mohr, M.D., Member  
Charles L. Rice, M.D., President, USU  
Jack W. Smith, M.D., representing the Assistant Secretary of Defense for Health Affairs  
RADM Richard G. Wyatt, USPHS, representing the Acting Surgeon General of the United States  
MG George W. Weightman, MC, USA, representing the Acting Surgeon General, U.S. Army  
CAPT Roberto Quiñones, MSC, USN, representing the Surgeon General, U.S. Navy  
Maj Gen Melissa Rank, USAF, MC, representing the Surgeon General, U.S. Air Force

Advisors to the Board

Larry W. Laughlin, M.D., Ph.D., Dean, F. Edward Hébert School of Medicine, USU  
William T. Bester, M.S.N., R.N., CNAA, Acting Dean, Graduate School of Nursing, USU  
COL George T. Brandt, MC, USA, representing the Commander, Walter Reed Army Health Care Systems  
CDR Martha K. Girz, MC, USN, representing the Commander, National Naval Medical Center  
COL Patricia K. Lillis-Hearne, MC, USA, Director, Armed Forces Radiobiology Research Institute  
John E. Baker, J.D., General Counsel, USU, and Acting Executive Secretary

**COMMEMORATION**

Following a tribute to the late Honorable C. Thomas Yarrington, Jr., Mr. Alvarez asked those present to join him in a moment of silence and remembrance. He also thanked Dr. Dale Smith, Acting Senior Vice President, for representing the university and the Board of Regents at the Memorial Service for Dr. Yarrington on June 22, 2007, in Seattle, Washington.

**AWARD PRESENTATIONS**

Mr. Alvarez and Dr. Rice presented the Distinguished Service Medal to Lieutenant General George P. Taylor, Jr., USAF, MC (Ret). As Surgeon General, U.S. Air Force, General

Taylor served on the Board of Regents and as a member of the USU Executive Committee from October 2002 to October 2006. The Distinguished Service Medal was also awarded to Lieutenant General Kevin C. Kiley, MC, USA (Ret). During his tenure as Surgeon General, U.S. Army, General Kiley also served on the Board of Regents and the USU Executive Committee. Vice Admiral Donald C. Arthur, Surgeon General, U.S. Navy, was recognized as well for his service to USU and as a member of the Board of Regents from August 2004 to August 2007.

#### **MATTERS OF GENERAL CONSENT**

Following introductions, Mr. Alvarez presented matters of general consent which consisted of the items below:

- Meeting dates for the coming year
- Minutes of the May 17, 2007, meeting of the Committee of the Whole
- Minutes of the May 18, 2007, Board of Regents Meeting
- Action taken by the Board since the May 2007 meeting. Mr. Baker reported for the record the electronic approval of the appointment of Paul E. Rapp, Ph.D., to a faculty position in the Department of Military and Emergency Medicine.

Upon motion duly made and seconded, the Board

**Voted by voice vote:** To approve the matters of general consent as presented.

#### **PRESIDENT'S REPORT**

Dr. Rice introduced COL Jack Wempe, MC, USA, who will assume command of the USU Brigade on August 10, 2007. COL Wempe was formerly Commanding Officer, Medical Department Activity, Fort Drum, New York. Dr. Rice also thanked LTC John Maurer, MS, USA, who served as Acting Brigade Commander for the past year. Additional topics in the President's Report included the following:

- Although the faculty salary issue was not addressed in the 2008 Defense Authorization Act, the university is working with Department officials and is hopeful that it will be addressed in the 2009 budget submission to Congress.
- An update regarding regional BRAC activities
  - A joint task force will lead the National Capital Area Military Health System through the integration process
  - The Deputy Secretary of Defense has approved money to accelerate construction at Bethesda and Fort Belvoir
  - Integration activities may well result in collaborations among the Walter Reed National Military Medical Center, the National Institutes of Health, and USU
- Two candidates have completed the interview process for the position of Dean, Graduate School of Nursing. Dr. Metcalf, Committee Chair, reported that a third candidate will complete the process in late August after which committee recommendations will go to the President.
- Building E's structural steel framework is almost completed and a "topping out" ceremony will celebrate raising the final beam into place.
- Operation Bushmaster took place in mid-July and was very successful. Visitors to the field exercises included Dr. Casscells, Lt Gen Roudebush, and MG Weightman.



- Recent administrative personnel actions include the appointment of Mr. Dennis Stutz as Director, Office of Review and Evaluation and the designation of Ms. Ursula Scott as Librarian Emerita.
- The Scientific Advisory Board of the U.S. Military Cancer Institute may be aligned as a subcommittee of the Board of Regents under provisions of the Federal Advisory Committee Act. Scientific Advisory Board members are research scientists, none of whom are Federal employees. Mr. Baker explained that the subcommittee mechanism allows the advisory board to operate in accordance with the Government in the Sunshine Act without establishing an entirely new Federal advisory committee in the Department. Much of the ensuing discussion concerned responsibilities of the Board of Regents if a subcommittee was established as described. Mr. Alvarez requested that the Board be informed of developments regarding this issue.

## **BOARD ACTIONS**

### **Degree Granting – Graduate Education**

Dr. Metcalf presented for certification eight candidates to receive graduate degrees. One was presented to receive the Doctor of Public Health, one to receive the Master of Science, and six to receive the Master of Science in Public Health.

Upon motion duly made and seconded, the Board

**Voted by voice vote:** To concur with the recommendations as presented by Dr. Metcalf and recommend that the President confer the degrees as stated.

### **Faculty Appointments and Promotions**

Dr. Laughlin presented the recommendations made by the School of Medicine Committee of Appointments, Promotion and Tenure at meetings on June 18, 2007 and July 5, 2007. Twelve individuals were recommended for faculty appointments, promotions or tenure.

Upon motion duly made and seconded, the Board

**Voted by voice vote:** To concur with the recommendations of the Committee as presented by Dr. Laughlin and recommend that the President implement the actions as stated.

Mr. Bester presented the recommendation of the Graduate School of Nursing Committee of Appointments, Promotion and Tenure at a meeting on July 12, 2007. The committee recommended the appointment of Leonard Sperling, M.D. to the rank of professor.

Upon motion duly made and seconded, the Board

**Voted by voice vote:** To concur with the recommendation of the Committee as presented by Mr. Bester and recommend that the President implement the action as stated.

## **REPORT FROM THE FACULTY**

Dr. Williams' report from the Faculty Senate included the following information:

- MAJ Andrew Bauer, MC, USA, is the President Elect for the coming year.
- Faculty mentoring is currently an important issue for both civilian and military members. Guidelines are being developed to help new faculty succeed, especially in obtaining funding through successful grant applications.

- Comparability remains a significant issue. Pay and benefits at other medical schools in the metropolitan area is well above USU's for associate and full professors in the basic sciences, department chairs, administrators, and M.D. faculty in the clinical sciences.
- Increased recognition for preceptors at teaching hospitals is also a concern.

## **PRESENTATION: BRAC STATUS UPDATE**

Colonel Castle reviewed recent events concerning the integration of health care in the national capital region based on Base Realignment and Closure Act determinations. His remarks included the following points:

- Primarily to address combat casualty care, Congress requested a plan in March 2007 to accelerate the establishment of the Walter Reed National Military Medical Center and the Fort Belvoir Community Hospital as the two inpatient facilities in the metropolitan area.
- In addition to an early delivery schedule for each facility, enhancements to the original plans have been added. Examples include a new primary care center containing 50 ICU beds, adding private patient rooms, augmenting family support space, and meeting private sector hospital space standards.
- The accelerated schedule and facility enhancements add over \$400 million to the original estimates.
- A business "campaign plan" has been developed for the next few months with decision points coordinated to ensure both open discussion and timely task completion.

## **REPORTS FROM THE OFFICE OF THE PRESIDENT**

### **Dean's Report, School of Medicine**

The Liaison Committee on Medical Education will visit USU October 14-17, 2007 as a prerequisite for the university's re-accreditation as a school of medicine. Dr. Laughlin summarized preparations to date, including a review of strengths and weaknesses. The medical school receives high marks from its students in such areas as the quality of their education, health care availability, and career counseling. Additionally, 95 percent of those who begin medical school at USU graduate; 89 percent graduate in four years. Possible weaknesses include a lack of formal mid-clerkship reviews and late receipt of some clerkship grades.

The Dean's Report also included the following items:

- The Class of 2011 contains 170 students. Thirty-five percent are women and six percent are under-represented minorities. For indiscernible reasons, the number of applications for admission was 13 percent higher than last year. General Weightman summarized increased benefits soon to be realized in the Health Professions Scholarship Program such as accession bonuses and a general increase in pay. He asked if the university is developing marketing strategies to address these issues.
- Increasing student diversity at USU through involvement in Service programs for enlisted personnel interested in becoming medical officers. Captain Quiñones described the new Navy program for physicians which is modeled on successful programs in nursing and careers in the medical service corps. Ms. Stierle added that over the past five years, two of the presidents of the National Student Nurses Association have been Navy Corpsmen. General Rank said the Air Force has a similar program, also successful, modeled on the Navy's. Dr. Mohr requested that a fact sheet describing the program be prepared for Regents prior to the Fall Meeting.



- A recent meeting regarding graduate military medical education concluded that all residence programs in the national capital area should be sponsored by USU.
- Dr. Donald Roberts, Professor, Department of Preventive Medicine and Biometrics, is the 2007 winner of the Frank Brown Berry Prize in Federal Healthcare. Dr. Roberts is well known for his work using DDT to decrease the threat of malaria in developing countries.

Dr. Laughlin requested concurrence regarding the selection of Teresa Dunn, Ph.D., as Chair, Department of Biochemistry.

Upon motion duly made and seconded, the Board

**Voted by voice vote:** To concur with the selection as presented.

### **Dean's Report, Graduate School of Nursing**

Mr. Bester reviewed the status of current faculty searches. Five new faculty have been added to the Graduate School of Nursing roster - - two civilian members for the Ph.D. Program, one shared faculty member to teach bioethics, and two military additions to the Ph.D. Program. A faculty search for the Family Nurse Practitioner Program remains in progress.

Other points in Mr. Bester's report included the following:

- Seven students will begin the Ph.D. Program in late August.
- In response to a request from the U.S. Army, the Graduate School of Nursing will develop a Psychiatric/Mental Health Nurse Practitioner Program. The two-year program will begin in May 2008.
- Work continues toward transferring the entire U.S. Navy Nurse Anesthesia Program to the university.
- In a collaborative effort, the School of Medicine and the Graduate School of Nursing will be providing continuing health education credits for health care professionals in the Department of State.

### **USU Brigade**

Colonel Maurer summarized recent events such as the School of Medicine Dining-In; the bi-monthly Commander's Call, which is aimed at increasing communication among deans, department heads and officers; and the annual Kerkesner and Bushmaster field exercises. He commended the university's enlisted personnel especially for their many contributions to the unique learning experiences these exercises provide. Following an announcement of the Change of Command Ceremony on August 10, 2007, Colonel Maurer expressed his appreciation for the opportunity to serve as USU Brigade Commander and thanked the Board of Regents for its support.

### **Finance and Administration**

The following topics were included in Mr. Rice's report to the Board:

- A brief description of the National Security Personnel System, which is the Department's new management system for all GS employees. The new system focuses on performance rather than longevity to determine pay.
- USU's resource management system, which has been in need of replacement for a number of years, is being studied by PricewaterhouseCoopers which is also looking at

ways to improve financial systems for the Tricare Management Activity. PricewaterhouseCoopers' report is due in September 2007.

- The university's Annual Statement of Assurance was submitted to the Tricare Management Activity on June 25, 2007. Internal financial controls were found to be effective.
- The Armed Forces Institute of Pathology Tissue Repository and National Museum of Health and Medicine were realigned under USU in September 2006 in keeping with Base Realignment and Closure directives. The university is currently working with the institute to determine the quality and potential value of its huge tissue repository.

### **Budget**

Mr. Rice summarized the increase in USU's Operation and Maintenance budget resulting from the midyear review process. The \$14 million increase funded eight priorities the university put forward, the first of which was this year's funding for the Graduate School of Nursing. Mr. Rice said USU was also successful in obtaining funds for the Defense Graduate Psychology Education Program and the Pharmacological Counter Measures against Ionizing Radiation Program. Both of these programs were former Congressional adds and are now in the regular Department appropriation. Mr. Rice concluded with four issues USU submitted to the Tricare Management Activity for fiscal years 2009 through 2013. These included support for the university's intramural research program, out-year funding for the Graduate School of Nursing, and the transfer of funds from the Army to USU to support the Armed Forces Institute of Pathology Tissue Repository and Medical Museum.

### **Research**

Dr. Richard Levine, Assistant Vice President of Research, briefly reviewed USU's research funding history since FY 2001, noting especially the positive trend in extramural funding from the National Institutes of Health. A primary contributor to this trend is the new Infectious Disease Clinical Research Program in the Department of Preventive Medicine. Dr. David Tribble, the associate director of the program, summarized progress toward establishing joint research projects among military treatment facilities, USU, and the National Institute of Allergy and Infectious Disease. Central to this research network is a single protocol pathway for the scientific peer review process, a central Institutional Review Board whose members will come from across the clinical network, and a triservice administrative review panel based in Health Affairs.

### **REPORT FROM THE HENRY M. JACKSON FOUNDATION FOR THE ADVANCEMENT OF MILITARY MEDICINE**

Mr. Lowe summarized the foundation's report, highlighting the following items:

- Support for the university, which increased \$400,000 over FY 2007 to total \$7.6 million. This support included Research Week, the university's first annual report, the documentary *Fighting for Life*, and the HJF Fellowship Program.
- The two facilities and administrative cost rates for Federally sponsored research programs. The currently approved on-site rate is 53.9 percent and the off-site rate is 15.77 percent.
- USU received \$7.2 million during 2006 from technology transfer income and royalty funds.



## BOARD COMMITTEE REPORT

### Administrative Oversight

Following a summary of the Board's actions to date regarding the current cap on faculty salaries at the University, Ms. Stierle reviewed the work done on the resolution statement by the Committee of the Whole on August 6, 2007. The original statement as passed on May 18, 2007 and its edits appear below:

*The USU Board of Regents expresses its concern that its aspirations for the university are endangered by the imposition of an arbitrary the current cap on faculty compensation in apparent conflict with Congressional intent. The university's ability to attract and retain high quality faculty is key to its vital education and research programs. ~~is crippled~~. If USU is to fulfill its critical national role, this issue must be resolved. The university must have the authority and capacity to compete, as envisioned by Congress, with other area academic health centers as well as other Federal agencies.*

Upon motion duly made and seconded, the Board

**Voted by voice vote:** To adopt the resolution as amended on August 6, 2007.

Ms. Stierle reiterated a suggestion made by Dr. Stephen Jones, Principal Deputy Assistant Secretary of Defense for Health Affairs, which called for those present to sign the amended statement and issue summary. This was accomplished and the full resolution is attached to these minutes.

Final editorial changes to the revised Board of Regents Bylaws were also reviewed by Ms. Stierle. Work to update the Bylaws has been ongoing since July 2006.

Following discussion and upon motion duly made and seconded, the Board

**Voted by voice vote:** To adopt the Bylaws as presented.

### CLOSING REMARKS AND AWARD NOMINATION

Mr. Alvarez noted for the record the resignation of Sharon A. Falkenheimer, M.D., from the Board of Regents on July 31, 2007. Dr. Falkenheimer's term expired in June 2007 and other commitments made it implausible for her to serve until replaced. In recognition of Dr. Falkenheimer's years of conscientious work for the Board and service to USU, the Board

Upon motion duly made and seconded,

**Voted by voice vote:** To award Sharon A. Falkenheimer, M.D., the Distinguished Service Medal.

### ADJOURNMENT

There being no further business, Mr. Alvarez adjourned the open meeting at 11:45 a.m.

SUBMITTED:



John E. Baker

Acting Executive Secretary, Board of Regents

Prepared by Janet S. Taylor

APPROVED:



Everett Alvarez, Jr.

Chair, Board of Regents



BOARD OF REGENTS

## UNIFORMED SERVICES UNIVERSITY OF THE HEALTH SCIENCES

4301 JONES BRIDGE ROAD  
BETHESDA, MARYLAND 20814-4712



### BOARD OF REGENTS RESOLUTION

#### Statement Regarding Faculty Salaries

##### Background

The Uniformed Services University of the Health Sciences (USU) Board of Regents understands that the original USU statute established salary/compensation comparability with area schools of the health sciences in order to insure that the university is able to attract and retain high quality faculty. (The concept of comparability embraces salary and other attendant benefits, especially such issues as retirement.)

##### The Problem

Current policy, by imposing a salary cap at Executive Level I, makes implementing the concept of "comparability" problematic and has a profound impact on the university:

- The Graduate School of Nursing has 22 full time faculty; of these seven are military. In the past five years, 15 faculty members (or 100 percent of the civilian faculty) have left and the school has had to try to recruit replacements. At this time there are a number of active hiring actions, three of which have been pending for over a year with no prospective applicants to date. Additionally, the school is losing two additional faculty this year. A key position in nurse anesthesia was just filled this past year (after being vacant for four years) but the person has recently left to go to Walter Reed Army Medical Center for an increase in salary of approximately \$50,000.
- The university recruited a number of academic medical "super stars" when it was founded in large part because its concept is so compelling. These faculty are aging and retiring, and replacing them is becoming increasingly difficult. The average age of the civilian surgery faculty is 70 years.
- Recent attempts to recruit a new chair for the Department of Medicine resulted in not a single civilian applicant. This position is considered a prime one within academic medicine and the fact that no civilians applied is telling.



- The university conducted a national search for the position of chair for a basic science department. At a time when there are significant numbers of well trained and educated biomedical scientists seeking positions in civilian health sciences institutions the search yielded a very small applicant pool.
- The university is at great risk of losing PhD faculty “stars.” Some believe USU has become a training ground for top people in whom Department of Defense resources are invested but who are recruited away when they are proven successes. In the past six years the University has lost 27 faculty members, fully 15 percent of the civilian faculty, who left for better opportunities, especially salary. As a benchmark--most civilian institutions would consider a turnover of even five percent deeply concerning. The USU Vice President for Research believes that *the* single factor sustaining the university's research faculty is the fact that the National Institutes of Health (NIH) is across the street and the university is able to recruit science faculty spouses of NIH recruits.
- USU cannot recruit for civilian clinical faculty at all in such critical fields as orthopedics, anesthesiology, neurosurgery, radiology and surgery. All the faculty are adjunct/voluntary faculty, that is, military medical officers from Walter Reed Army Medical Center, the National Naval Medical Center, and other military medical facilities. This puts the university in the position of relying on voluntary faculty in the way other United States medical schools have not done since the 1950s. In addition, current policy for military to civilian conversion will continue to aggravate this problem in these critical areas.
- The Department of Veterans Affairs (VA) and the Department of Health and Human Services (DHHS) each compete with the university for MD/PhD scientists, faculty, and physicians. Both departments have authority to exceed the USU cap. Section 7431 (e) (4) of Title 38 establishes the President's salary as cap for VA physicians and dentists. This same authority has been extended to DHHS through a delegation agreement with the Office of Personnel Management for the Public Health Service to include the Centers for Disease Control and Prevention, the Food and Drug Administration, and NIH physicians and dentists.
- All salaries are suppressed by the salary cap. In fact, DoD policy guidance requires that the university maintain salary ranges so that the cap has the effect of creating artificial and non-competitive low salaries at all levels.

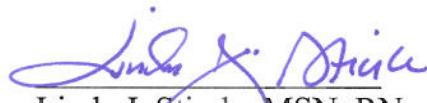
- While the university and the Board remain confident of the quality of USU's programs, these kinds of problems have historically jeopardized institutional accreditation.
- Finally, the university's leadership and the Board are committed to expanding minority faculty, a key factor in recruiting under represented minority students. While the military is one of the most representative institutions in our society, neither military medicine nor USU maintains that important balance. The salary cap makes progress in this area extremely challenging as there is no prospect of competing for the relatively few qualified candidates with universities and other Federal agencies that offer much higher salaries and other attractive benefits.

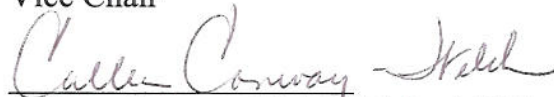
### Resolution

The USU Board of Regents expresses its concern that its aspirations for the university are endangered by the imposition of the current cap on faculty compensation in apparent conflict with Congressional intent. The university's ability to attract and retain high quality faculty is key to its vital education and research programs. If USU is to fulfill its critical national role, this issue must be resolved. The university must have the authority and capacity to compete, as envisioned by Congress, with other area academic health centers as well as other Federal agencies.

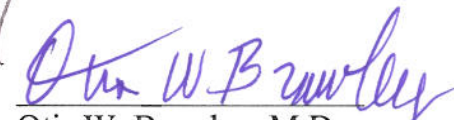
August 7, 2007


  
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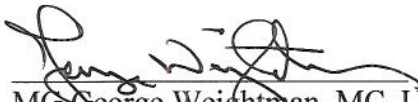
Jack Smith, M.D.

For Assistant Secretary of Defense for  
Health Affairs



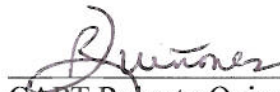
Maj Gen Melissa Rank, USAF, MC

For Surgeon General, US Air Force



MG George Weightman, MC, USA

For Acting Surgeon General, US Army



CAPT Roberto Quinones, MSC,  
USN

For Surgeon General, US Navy



RADM Richard Wyatt, USPHS

For Acting Surgeon General of  
of the United States